# U.S. Army Materiel Command

## Strategic Readiness System

## Overview Brief to AMC G3

## 24 September 2003

# Agenda

- SRS Overview
- Where we have been
- Where we are
- Where we are going
- What we need from you
- Online SRS Demo

# Where We Have Been

# SRS – The Background

- National Defense Authorization Act of 1999 directed SECDEF to development of a readiness reporting system.

- Current readiness reporting system uses lagging indicators.

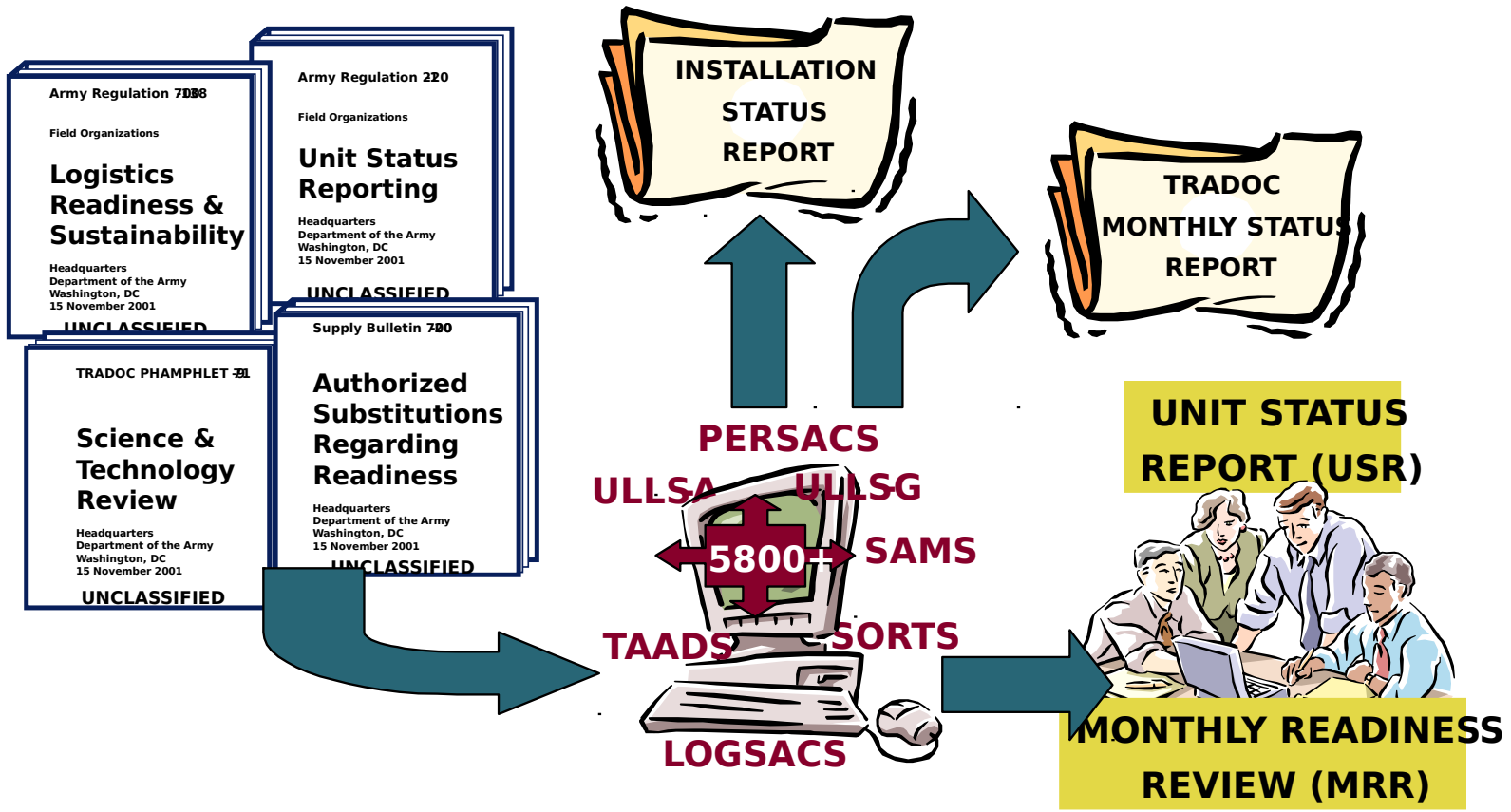
- The Army War College recommended the Army re-engineer and expand Readiness Reporting system capability.

- The CSA approved the recommendations directing the new system must:
  - Maintain capability to support the CINC's operational requirements (combat readiness).
  - Invest in Soldiers and their families (People and Well-being).
  - Support Army Transformation into the unbeatable force of the future.
  - Adopt sound business practices.

- CSA approved the Army Scorecard on 13 March 2002.

- HQDA Staff / MACOM SRS development and implementation training began on 26 March 2002 by HQDA.

# Current Army Readiness Reporting Is Driven By Disparate Regulations, Reports and Meetings




***We Do Not Have an Army – wide View of Readiness Linked***

***To Our Mission, Vision and Strategy***

***ESSENTIAL IN PEACE, INDISPENSABLE IN WAR***

# CSA's Vision Statement

## The CSA was the Impetus Behind the Strategic Readiness Sys

**To master the strategic transition, this Army transformation, we must focus on t other two components of the Army Vision: people and readiness.**

**First readiness: the legacy force, that magnificent Army we see busily deployed road today, will remain the force of choice should this nation go to war anytime next 15 years. Its readiness to fight is paramount if we are going to have the lux time and investment to get the objective force right. To more accurately measu rmy readiness, we are developing a new reporting system that reflects active an reserve component capability to meet the requirements of today's strategic environment. We will put that system into full use by FY 02."**

***General Erik K, Shinseki***
***Chief of Staff, U.S. Army***

***AUSA, 17 October 2000***

# What is SRS?

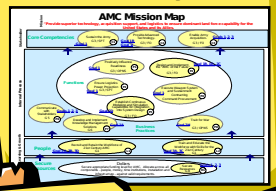
• **Strategic Readiness System (SRS) - The SRS is a *new readiness reporting system* that once fielded will *replace AR 220-1,* as we know it, and provide the CSA with an overarching reporting system to facilitate the early detection of critical resourcing issues while measuring readiness of both operating and generating forces through the use of specific performance measures. SRS is a *strategy based* measurement and evaluation system.**

• **Mission Map – The Mission Map is a graphic representation of an organization's objectives identified to achieve its strategy, arrayed across business perspectives (Stakeholders, Internal Processes, Learning Growth, and Resources) and linked to underlying themes (Core Competencies, Readiness and Transformation, Sound Business Practices, People, and Securing Resources). The Mission Map is the top layer of the Balanced Scorecard (BSC).**

• **The Balanced Scorecard (BSC) - The BSC (component of the mission map) is a tool the commander will use to determine how well his strategy is executed. The BSC portrays the strategic objectives, objective descriptions, objective measures, and objective targets.**

# A Recap of the SRS Road Traveled

20 May 02




SRS Memo

28 May 02

May 02

SRS Training
STRATEGIC READINESS SYSTEM
Core Team
2-3 Apr 02

SRS Interview

29 Apr 02

13 Mar 02

SRS Training
STRATEGIC READINESS SYSTEM
AMC Staff
17-18 Jun 02

SRS Bulletin

June 02

SRS Training
STRATEGIC READINESS SYSTEM
MSC/SRA
18-19 Jul 02

DA Approves AMC BSC

27 Jun 02

31 Jul 02

BSC Review

12 Aug 02

Implement
SRS
STRATEGIC READINESS SYSTEM
1 Oct 02

- Guidance
- Training
- Development

BSC Review

12 Nov 02

POSTPONED

31 Aug 02

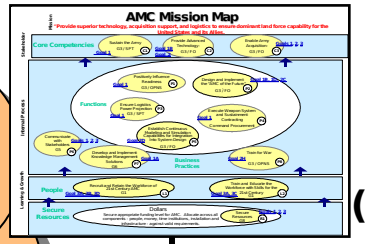
ESSENTIAL IN PEACE, INDISPENSABLE IN WAR

# Where We Are – Our Foundation

# This is Our SRS Foundation

**G3 FOCUS**

- Oversight of SRS program
- Ownership of 8 objectives on CG scorecard
- Oversight of SRS Input to Army and Army G4 Scorecards
- Ownership of AMC G3 scorecard




CG's BSC **(Level 1)**

3 Core Competencies

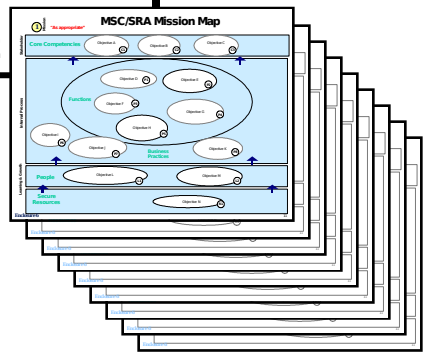
15 Strategic Objectives

56Measures

**The Scope**

- 294 objectives
- 788 measures
- Help Desk mission
- DA requirements
- Improve CG's BSC
- Automate Metrics
- Improve Staff BSC
- Product Reviews for MSC/SRA
- MSC/SRA approval & DA submission
- Sustainment Tng
- Database Integration

**MSC/ SRA (9) Level 2**



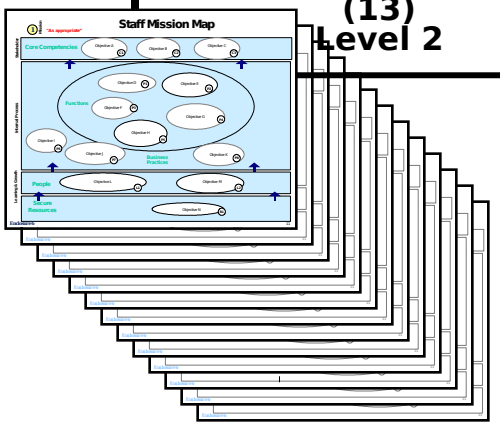

138 Objectives

452 Measures

Targets

Initiatives

**HQAMC STAFF (13) Level 2**




141 Objectives

280 Measures

Targets

Initiatives

***ESSENTIAL IN PEACE, INDISPENSABLE IN WAR***

# Current AMC Mission Map

**Mission** Provide superior technology, acquisition support, and logistics to ensure dominant land force capability for Soldiers, the United

**Stakeholder**

**Core Competencies**

- Sustain the Army (G3 SPT) — C1
- Provide Superior Technology (RDECOM) — C2
- Support Army Acquisition (G3 FO) — C3

**Internal Process**

**Functions**

- Implement an Integrated Logistics Enterprise (G3 EI) — P1
- Accomplish Army Transformation (G3 FO) — P2
- Enable Army Logistics Power Projection (G3 SPT) — P3
- Execute Weapon System and Sustainment Contracti (CP) — P4
- Trained and Ready for War (G3 OPS) — P8
- Protect the Forc (G3 OPS) — P9

READINESS

TRANSFORMATION

**Business Practices**

- Communicate with Stakeholders (G5) — P6
- Develop and Implement Knowledge Management Enterp Solutions (G6) — P7

**Learning & Growth**

**People**

- Recruit and Retain the Workforce of the 21st Century (G1) — L1
- Train and Educate the Workforce with Skills for the 21st Cent (G1) — L2

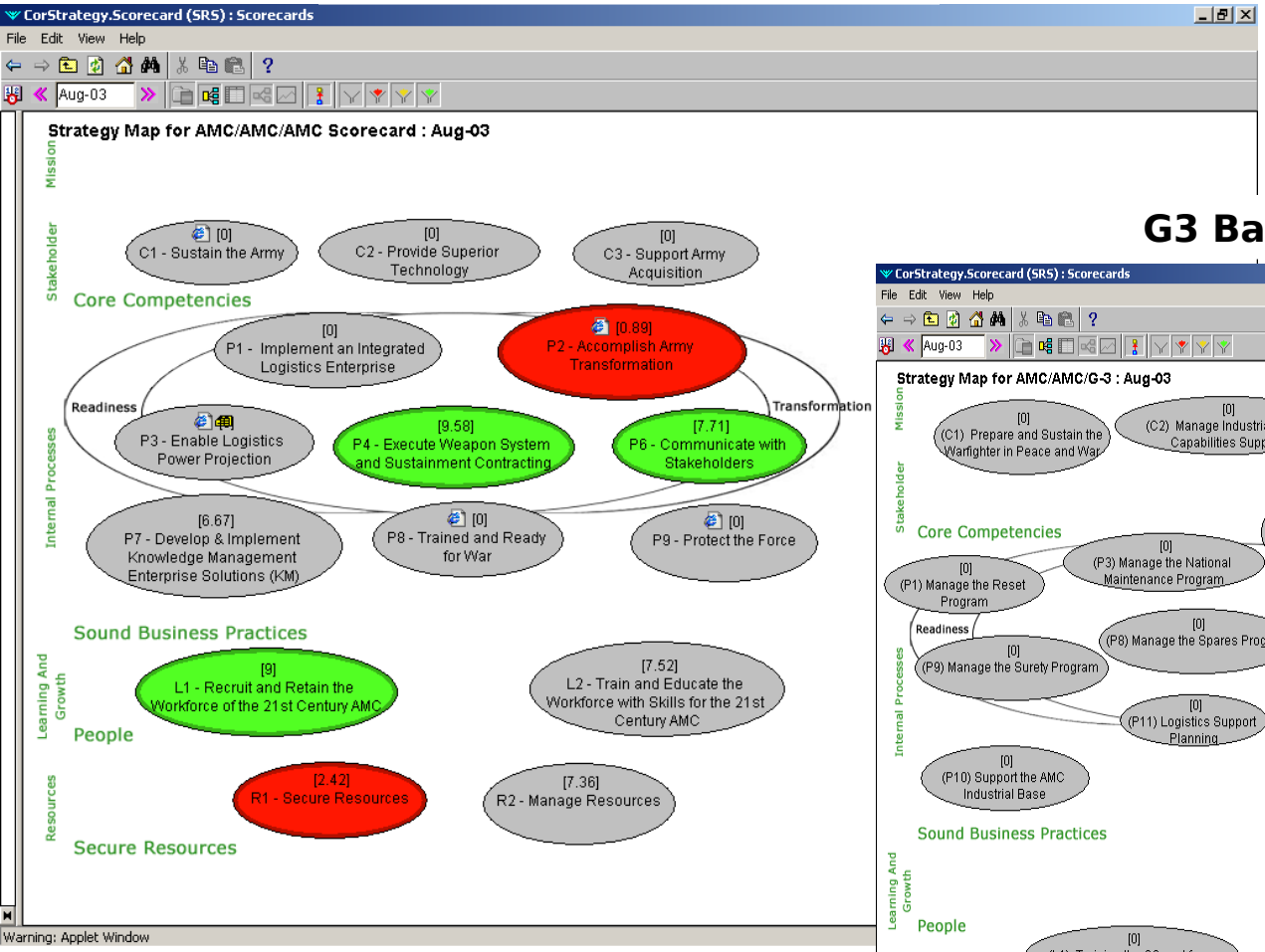
**Resources**

**Secure Resources**

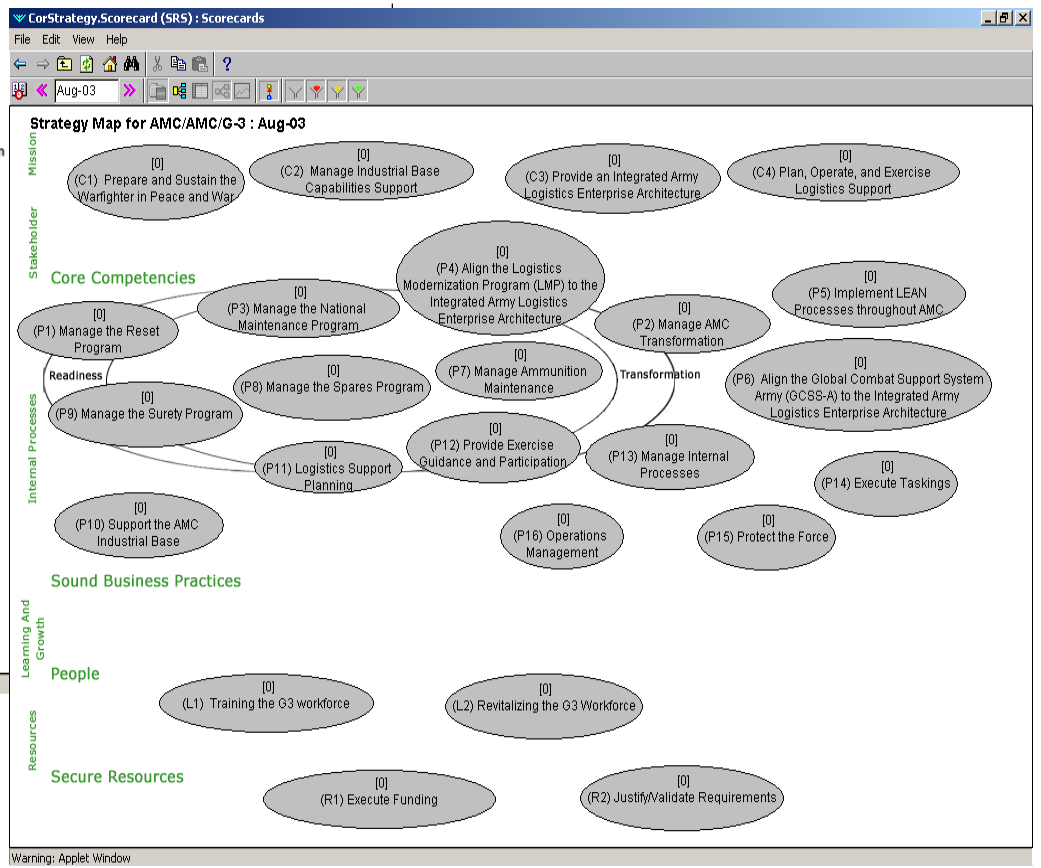
- Secure Resources (G8) — R1
- Manage Resources (G8) — R2

# SRS/CorVu RapidScorecard

## AMC Balanced Scorecard


CorStrategy.Scorecard (SRS) : Scorecards
File Edit View Help
Aug-03
Strategy Map for AMC/AMC/AMC Scorecard : Aug-03
Mission
Stakeholder
Core Competencies
[0] C1 - Sustain the Army
[0] C2 - Provide Superior Technology
[0] C3 - Support Army Acquisition
[0] P1 - Implement an Integrated Logistics Enterprise
[0.89] P2 - Accomplish Army Transformation
Readiness
Transformation
Internal Processes
P3 - Enable Logistics Power Projection
[9.58] P4 - Execute Weapon System and Sustainment Contracting
[7.71] P6 - Communicate with Stakeholders
[6.67] P7 - Develop & Implement Knowledge Management Enterprise Solutions (KM)
[0] P8 - Trained and Ready for War
[0] P9 - Protect the Force
Sound Business Practices
Learning And Growth
People
[9] L1 - Recruit and Retain the Workforce of the 21st Century AMC
[7.52] L2 - Train and Educate the Workforce with Skills for the 21st Century AMC
Resources
Secure Resources
[2.42] R1 - Secure Resources
[7.36] R2 - Manage Resources
Warning: Applet Window

## G3 Balanced Scorecard


CorStrategy.Scorecard (SRS) : Scorecards
File Edit View Help
Aug-03
Strategy Map for AMC/AMC/G-3 : Aug-03
Mission
Stakeholder
Core Competencies
[0] (C1) Prepare and Sustain the Warfighter in Peace and War
[0] (C2) Manage Industrial Base Capabilities Support
[0] (C3) Provide an Integrated Army Logistics Enterprise Architecture
[0] (C4) Plan, Operate, and Exercise Logistics Support
[0] (P1) Manage the Reset Program
[0] (P3) Manage the National Maintenance Program
[0] (P4) Align the Logistics Modernization Program (LMP) to the Integrated Army Logistics Enterprise Architecture
[0] (P2) Manage AMC Transformation
[0] (P5) Implement LEAN Processes throughout AMC
Readiness
Transformation
Internal Processes
[0] (P8) Manage the Spares Program
[0] (P7) Manage Ammunition Maintenance
[0] (P6) Align the Global Combat Support System Army (GCSS-A) to the Integrated Army Logistics Enterprise Architecture
[0] (P9) Manage the Surety Program
[0] (P12) Provide Exercise Guidance and Participation
[0] (P13) Manage Internal Processes
[0] (P11) Logistics Support Planning
[0] (P14) Execute Taskings
[0] (P10) Support the AMC Industrial Base
[0] (P16) Operations Management
[0] (P15) Protect the Force
Sound Business Practices
Learning And Growth
People
[0] (L1) Training the G3 workforce
[0] (L2) Revitalizing the G3 Workforce
Resources
Secure Resources
[0] (R1) Execute Funding
[0] (R2) Justify/Validate Requirements
Warning: Applet Window

# Where We Are Going

# The Road Ahead

Build on Our Foundation

Expand SRS to Level 3

Examine the Frequency Of Reporting Readiness

Identify Automated Inputs for Readiness Data

Get Senior Leaders Involved

Metric Lessons Learned

Develop A Change Management Process

Develop Leading Indicators

When do we Schedule Quarterly Reviews, or do we?

Provide Sustainment Training

Execute Timely Updates of AMC BSC's

Improve The Quality of Our SRS BSC's

# What We Need From You

- **Sponsorship of Program.**
  - **Leader Involvement – Energize Key Players.**
- **Review of AMC SRS Program Expansion.**
  - **Provide direction and/or endorsement on recommendations for Level 3 and 4 BSC's.**
- **Program Guidance.**
  - **Command Review Process for Senior Leaders.**

# Online SRS Demonstration
# "What You Will See"

- **Review the CG's Level 1 BSC**
- **Review the G3's Level 2 BSC**
- **Review recommended SRS brief to the the Army G4**